



International Association
of Business Communicators
Canada East Region

IABC CANADA EAST REGION: BYLAWS

Amended March 1, 2016, reviewed annually

Bylaws

1. NAME

This organization is the **International Association of Business Communicators (IABC), Canada East Region (CER)**. Hereafter, referred to as “IABC” and “CER” respectively.

2. MANDATE

IABC is dedicated to fostering the highest professional standards of quality and innovation in communications to positively impact organizations worldwide. CER supports this mission through the support and development of CER chapter leaders.

CER serves three principal constituencies:

- Chapter and Region leaders;
- IABC Executive Board; and
- IABC Canada members (including those in the Canada West Region).

CER serves Chapter and Region leaders by facilitating the exchange of information, ideas, resources and communications throughout CER and, by providing leadership training.

CER serves the IABC Executive Board and the association at large by encouraging chapter and region leaders to take part in policy development at all levels of the association; by ensuring a timely and consistent flow of information and ideas between the Region and the IABC Executive Board; and by providing a pool of qualified, dedicated leaders to assist in succession planning at the International level of the organization.

3. ORGANIZATION

CER is a volunteer-driven organization whose strength is derived from the dedication of its members to the advancement of their profession by contributing to the effectiveness of organizations through strategic communication.

CER is a not-for-profit organization and is a part of the network of six regions that comprise IABC. The geographic area served by CER includes: the Canadian provinces of Newfoundland and Labrador; Prince Edward Island; Nova Scotia; New Brunswick; Quebec; Ontario; and the territory of Nunavut.

4. BOARD STRUCTURE

CER Board

The officers of CER shall include, but not be limited to:

- Chair
- Vice Chair
- Immediate Past Chair
- Director, Finance
- Director, Sponsorship
- Director, Communications
- Director, National Programs
- Director, Professional Development
- Director, Leadership Development
- Chapter Presidents from each chapter within the CER.

CER Executive

- The CER Executive will be comprised of the Chair, Vice Chair, Immediate Past Chair, and Director, Finance.

Qualifications for CER Office

Any regular chapter member of the CER, in good standing is eligible for nomination and election to any elective office on the CER Board – provided that he or she meets requirements set out in the CER bylaws. This eligibility includes Members-at-Large – members of the association whose residence or place of work is more than 80 kilometres from an IABC chapter. Immediate past presidents from chapters are not eligible for a director position.

CER's reserve funds are invested with an Ontario investment dealer and legally require signatures from two Ontario residents to perform transactions. It is therefore proposed that two of the four executive positions must come from Ontario (Finance, Vice Chair, Chair, Past Chair).

Nomination of CER Officers

The Past Chair leads the nomination process for CER. The Vice Chair and the Incoming Chapter Presidents within CER automatically become members of the incoming CER Board. However, the Director positions follow a standard nomination process. The Past Chair shall issue a call for nominations to all members via the Members-at-Large distribution list, Chapter Presidents and other CER Directors at least 60 days prior to the Annual General Meeting (AGM) to build a pool of potential board candidates.

Once nominated, the role of Vice Chair and Directors are designated through a CER nominating committee which consists of the Chair, Vice Chair, Past Chair, and a Chapter President and/or one non-returning Director. A copy of the proposed CER board slate, along with a notice of the date, time and location of the AGM, shall be circulated to the CER Board at least 30 days prior to the AGM.

Chapters within CER shall determine the method of electing their respective Chapter Presidents who will automatically represent the chapter on the CER Board, provided such election methods are consistent with IABC bylaws and policies.

Election of CER Officers

The nominating committee shall present its slate at the CER AGM for ratification. In this process, the Vice Chair and Directors shall be elected by a majority vote at the AGM.

Current Directors will not be eligible to vote during this process, to avoid potential conflict of interest concerns. The term for these elected officers and the locally elected Chapter Presidents shall begin on July 1, each year.

Term of Office

- **Immediate Past Chair** – shall serve a term of one year.
- **Chair** – shall serve a term of one year.
- **Vice Chair** – shall serve a term of one year.
- **Director, Finance** – shall serve a term of one year.
- **Chapter Presidents** – shall serve terms consistent with the policies of their respective chapters.
- **Directors** – shall serve a maximum of two one-year terms within the same portfolio. Once per annum, Directors will be provided with “first right of refusal” to serve an additional year in the same portfolio – provided they remain a member in good standing and have performed the basic functions of their roles throughout the previous CER Board year.

A director shall be invited to complete a second two-year term within the same portfolio in order to complete a substantial project, or if no other member in good standing expresses interest or for any other reason deemed appropriate by the Nominating Committee, pending approval of a vote of majority by the CER Board at the AGM, provided they remain a member of IABC in good standing.

Vacancies

Vacancies in any elective CER office, except Chapter President, can be filled for the balance of the term, until June 30th, by a majority vote of the CER Board. The CER Board reserves the right to keep a Board position vacant until a suitable candidate is identified. The CER board also reserves the right to create ad-hoc roles as required for a specific board year. These ad-hoc roles shall exist for no more than one year, unless otherwise stated by the CER Board.

If a Chapter President is unable to serve on the CER Board, the respective chapter shall name a successor within 30 days of notification.

If the Chair is unable to serve for any reason, the Vice Chair shall automatically assume the Chair’s role until the elected Chair is able to return to duty.

If the Vice Chair or a Director is unable to serve for any reason, the CER Executive, under the direction of the Chair, shall select a candidate to fill the non-expired term and forward that recommendation to the CER Board. The CER Board, except Directors, shall elect a successor in accordance with these bylaws.

Removal

The CER Executive reserves the right to remove any CER Director* from his or her CER position at any time during the term of office. This process shall be conducted entirely by the CER Executive and will be initiated if a Director:

- Fails to attend two consecutive board meetings without providing prior written notice to the Chair at least 14 days in advance of the scheduled meeting (Note that Chapter Presidents can send a designate in their place when necessary);
- Does not complete the minimum position requirements that shall be updated prior to the start of the nomination process for each administrative year;
- Acts in a manner contrary to the policies and guidelines of CER and/or of IABC; • Conducts him or herself in a manner contrary to the laws of the land.

*A Chapter President can only be removed from his or her position through the processes outlined by his/her respective chapter.

5. BOARD DUTIES

All CER Board positions will be reviewed on an annual basis by the Vice Chair to ensure CER delivers on its mandate. Any proposed adjustments to Board roles will be presented to the CER Executive for review by January 15, each year. Any edits will be then be provided to the Vice Chair by February 1, each year. The Vice Chair will then provide an updated proposal to the CER Board for review and comment to be provided back to the Vice Chair by February 15, each year. The Vice Chair will then provide the finalized changes, if any, to the CER board for ratification on or before March 1, each year. **Note:** Directors are not eligible to vote on any changes that directly relate to the Director role, to avoid potential conflict of interest concerns.

See the CER Board Orientation information posted to the CER exchange site for the most recent and specific CER Board roles and accountabilities.

6. BOARD OPERATIONS

Authority and responsibility

The CER Board shall supervise and direct the affairs of CER, determine its policies within the limits of these bylaws, support the IABC mission and supervise the disbursement of Region funds. The CER Board may adopt such rules and regulations for the conduct of its business as it deems advisable and, may delegate certain of its authority and responsibility to the CER Executive, the Chair or to other committees or persons.

Quorum of the Board

A quorum of the CER Board shall consist of a majority of voting members – this will not include Directors if the item to be voted on is specific to the Director roles and accountabilities. If a quorum cannot be achieved, a meeting may proceed and any proposed action shall become valid if subsequently confirmed by the majority approval of the voting-eligible members of the CER Board.

Meetings of the CER Board

The CER Board shall conduct regular meetings – in-person or via conference call – during each administrative year. At least one of these meetings shall be held in conjunction with the AGM. Notice of all such meetings shall be provided to CER Board members at least 30 days in advance. In addition to these in-person meetings, the CER Executive shall meet regularly during the administrative year via conference call.

Voting

- All CER Board members shall be eligible to vote at meetings, with two exceptions:
- The Board member who is chairing the meeting is only eligible to vote in instances of a tie vote by the remaining CER Board members;
 - Directors are not eligible to vote on items that are specific to the Director roles and responsibilities to avoid potential conflict of interest concerns.

Votes can take place in-person, via telephone or via e-mail. CER Board members who are unable to attend a meeting may designate another voting member of the Board to vote on their behalf through a written proxy – that is to be provided to both the voting member and the Chair.

Compensation

- No member of the CER Board may receive any compensation for services rendered to the Board, however may receive reimbursement for certain expenditures incurred on behalf of the CER.
- No member of the CER Board may serve as a paid consultant or vendor to IABC during his/her term(s) in office.
- No member of the CER Board shall incur expenses payable by IABC except by prior agreement of the CER Board or in the performance of routine matters customarily paid for by IABC, as outlined in the appendices of these bylaws.

Signing Authority

Any binding documents must be signed by the Chair and at least one other CER Board member, only after having been reviewed and approved by at least the CER Executive. Documents so signed are binding without further authorization or formality. In cases where the Chair is unavailable, the Vice Chair can be the designated signatory.

The CER Board may, by agreement, appoint individuals on its behalf to sign specific documents. The CER Board may also assign power-of-attorney to registered dealers in securities to transfer and/or deal with any stocks, bonds or other securities of the CER.

Contracts

A copy of any and all signed contracts must be provided to the Director of Finance, immediately upon signing.

Any and all contracts pertaining to the CER must contain a clause that ensures express CER ownership of any and all intellectual property.

7. CER EXECUTIVE

Authority

The CER Executive, as defined in section 4, may act for the CER Board between board meetings on all matters delegated to it by these bylaws. Actions of the CER Executive shall be reported to the board by mail, e-mail or in-person at the next board meeting.

8. CER DUES

Dues and fees payable to CER are determined by the CER Board, confirmed by a majority vote of the CER Board members and will take effect no sooner than 30 days from ratification. No dues will be refunded to any chapter whose operations have terminated, regardless of the reason.

9. FINANCES

Authority

The CER Board has authority over the receipts, expenditures and assets of the CER.

Fiscal / Administrative Year

The fiscal year of CER shall begin July 1 of each year and terminate June 30 of the following year.

Budget

For each fiscal / administrative year, the CER Board will adopt an operating budget prepared by the Director, Finance covering all activities of the CER. Travel guidelines can be adjusted on an annual basis to reflect the environment and accountabilities for all CER board members. This is to be done prior to the start of the Board nomination process.

Reserves

To ensure stability and continuity of operations, the CER will retain in its general operating account reserves an amount equivalent to one year's membership dues received from IABC HQ (based on previous year's dues).

Compensation

CER Board members are volunteers. None of the assets of the CER will ever accrue to individuals or groups of members.

Financial Reviews

Following the CER AGM, the Director, Finance shall arrange for an independent review of the Region's accounts. The resulting financial statement will be submitted to the Board within 30 days of the Region's fiscal / administrative year-end of June 30.

Investments

The Director, Finance has the authority to invest CER funds, up to a limit set by the Board, in vehicles with guaranteed returns, upon approval by the CER Executive.

10. ANNUAL GENERAL MEETING (AGM)

CER will hold an AGM once per administrative year at a location and time to be determined by the CER Board. All chapter members within the CER are welcome and entitled to attend the AGM. Chapter members of the CER Board will receive notice of the AGM at least 30 days prior to the meeting date.

At the AGM, or through mailed ballots to the Director, Finance, each voting member of the board will have one (1) vote. Representation by a majority of chapters, plus two voting officers, constitutes a quorum at the AGM.

11. BYLAW AMENDMENTS

The CER bylaws, policies and procedures may be amended by a majority vote of the CER Board. These bylaws and any amendment to them will not contravene the bylaws of the international body of IABC. Amendments to the CER bylaws, once ratified, supersedes any previous CER bylaw amendments and notations.

12. DISSOLUTION

A chapter may apply for dissolution or suspension of operations through written notice to the CER Chair.

The CER can apply for dissolution or suspension of operations through written notice to the IABC International Chair. Upon dissolution, any remaining CER funds will be distributed on a per capita basis to the chapters that fall within the former CER geographic jurisdiction as outlined by these bylaws.

13. NEW CHAPTER APPLICATIONS

A group of 10 or more regular members, meeting the requirements outlined in IABC's bylaws and policies, may apply to the CER Board for a recommendation of affiliation as

an IABC chapter. By a majority vote of approval by the CER Board, the Chair will recommend to IABC's Executive Board that a charter for the requesting chapter be approved.

A chapter may organize itself to serve members in any manner that does not contravene the bylaws of IABC or CER. Full and developing chapters must remain in good standing, as defined by IABC and CER bylaws or, be subject to termination of its operations. CER will also not support any chapter or any practice that contravenes the laws of the land and/or denies membership or privileges at a chapter level on the basis of gender, race, colour, creed, disability, sexual orientation, age or national origin.

14. CHAPTER FINANCIAL REPORTING

All chapters within the CER are required to provide regular reporting on chapter finances as per the schedule outlined at the start of each Board year. Failure to provide this reporting for more than three consecutive occasions can result in the CER Board conducting an independent review of the offending chapter's finances. This is done to maintain the integrity of the process and to remain transparent and accountable to chapter members, the board, and the international body of IABC.

Appendix A: Minimum CER Board Participation Requirements

Any member in good standing considering a position on the CER Board must be prepared to fulfill the following minimum requirements to serve on the board. These requirements include, but are not limited to:

- Attend, in person, two to three CER Board meetings to be held at pre-determined times throughout the board administrative year and, actively participate in said meetings.
- Submit a board plan prior to the start of the CER administrative year. This board plan will include tactics to support the CER mandate, budget consideration and any other pertinent information.
- Chapter Presidents or their designate will prepare a chapter report to be submitted at pre-determined times throughout the administrative year. This report will include at a minimum, a snapshot of chapter activities, best practices, challenges, finances and any other relevant information as determined by the chapter delegate.
- Provide the names of potential candidates for succession into future CER Board roles.

Appendix B: CER Meeting Schedule

CER meetings throughout the administrative year will take place according the schedule noted below. Specific dates will be determined in co-operation with the incoming CER Board members during the June meeting.

Individual chapters may request the CER Board to be present at a special event or unique development opportunity should the event or opportunity coincide with the below noted schedule.

The Board and Executive shall meet regularly and as needed throughout the year via in person meetings and conference calls.

In-person board meetings will run from approximately 5 p.m. Friday to 4 p.m. on the following Saturday. CER Board members are expected to make flight and accommodation arrangements to ensure their full attendance at meetings.

Appendix C: CER Board Roles and Responsibilities

The following roles and accountabilities for CER Board members will be reviewed and updated as necessary a minimum of once per administrative year. All CER Board members must meet the minimum requirements as outlined in these bylaws to be considered for a position on the CER Board.

Chair

- Acts as the CER's chief elected officer.
- Exercises general supervision over the Region's affairs.
- Presides over meetings of the Region and the CER Executive.
- Appoints and/or becomes an ex officio member of Region committees. • Represents or appoint a representative of the CER at meetings of other organizations, public functions.
- Serves on the CER Executive
- Serves on the CER Nomination Committee
- Designated as a signing officer for CER.
- Represents CER on the Nominating Committee of IABC International. Acts as official spokesperson for CER.

Vice Chair

- Automatically succeeds Chair.
- Liaises with Directors.
- Presides over meetings of the Region and the CER Executive, in the Chair's absence. • Reviews and updates CER bylaws, polices and accountabilities a minimum of once per administrative year.
- Serves on the CER Executive.
- Serves on the CER Nomination Committee.
- Designated as a signing officer for CER.
- Represents CER on the Nominating Committee of IABC International, in the Chair's absence.

Past Chair

- Presides over meetings of the Region and the CER Executive, in the Chair's and Vice Chair's absence.
- Serves on the CER Executive
- Leads the annual CER Board nomination process.
- Designated as a signing officer for CER.

Director, Finance

- Prepares annual budget for approval by the CER by August each year. • Oversees the disposition of CER funds.
- Maintains and distribute monthly financial reports to the CER Executive.
- Arranges for financial audit in June of every year.
- Serves on the CER Executive.
- Designated as a signing officer for CER.
- Recommends financial opportunities for consideration by the CER Executive. • Reviews and updates the CER Expense Guidelines a minimum of once per administrative year.
- Researches and recommends cost-effective travel and accommodation options for CER Board members.

Chapter Delegates

Specific portfolio roles will be reviewed each year. However, the minimum requirements

include the following:

- Attend all meetings of the CER.
- Prepare chapter reports that show chapter results as at September 30, November 30, February 28 and April 30. This report will include at a minimum, a snapshot of chapter activities, best practices, challenges, finances and any other relevant information as determined by the chapter delegate.
- Prepare an end-of-year chapter report to be submitted May 31.

Director, Communications

- Prepares the following messages for use by all CER chapters:
 - introduction to the new CER Board; holiday message and mandate update; spring update and call for nominations; AGM update and recognition of the previous board.
- Create other communications for chapter and CER use, as needed.
- Maintains CER website content
- Creates CER Board Meeting Minutes and distributes them within two weeks of the close of a CER Board meeting.

Director, Leadership Development

- Prepares development agenda for CER Board meetings.
- Creates schedule for development activities to take place during the Board year - with specific concentration on the development of chapter leaders.

Director, National Programs

- Oversees all aspects of the Silver Leaf awards and Master Communicator Programs.

Overview: Lead and manage IABC Canada's Silver Leaf Awards program in partnership with Canada West Region when it is CER's turn to lead; Coordinate Master Communicator (MC) program in partnership with the MC Selection Committee and Canada West Region.

Opportunity:

- Hone your leadership, strategic planning, project and budget management, event planning and interpersonal skills
- Work as part of an executive team to steer a \$30,000/year budget
- Build your reputation and network of contacts and colleagues across Canada
- Exposure to and the opportunity to participate in a wide variety of IABC national programs (Silver Leaf Awards, Regional Conferences, Master Communicator)
- Increased professional and leadership profile within your local and national communities
- Opportunity to mentor and be mentored in new directions.

Requirements:

- IABC membership in good standing
- Relevant volunteer experience (this includes, but is not limited to IABC chapter- or region-level volunteer experience)
- Familiarity with basic record-keeping

- Ability to commit to two-year term
- Demonstrated ability to manage a budget
- Excellent interpersonal, leadership, financial and communication skills • Awareness of professional issues – within IABC, communication in general, and other relevant global issues
- Experience with IABC programs and services will be considered an asset, but not a requirement
- Ability to take direction from and work well with Region Chair.

Silver Leaf Awards program:

- Review current model for Silver Leaf and make recommendations for any modifications and changes to the program or delivery;
- Work with Canada West Region to review “branding” of Silver Leaf in relation to new IABC brand.

During the year in which CER leads the program (Silver Leaf Chair) Develop and implement a strategic plan for Silver Leaf encompassing: ③ communication strategies and tactics (Call for Entries, email and other communication activities);

- co-ordinate French translation of national material as required;
- recruitment and training of category coordinators, first tier evaluators and the Blue Ribbon Panel;
- operating budget (income and expenses);
- receipt, logging and distribution of entries, review of first tier and Blue Ribbon evaluations as needed;
- communication with entrants, before, during and after the competition (includes distribution of score sheets);
- develop and implement the Blue Ribbon Panel event;
- communicate with executive members of Canada West and East boards to coordinate timing and awareness of Silver Leaf activities;
- recruit and lead a national Silver Leaf Committee as needed to help deliver the program;
- order and distribute Silver Leaf awards to winners (sub-contracted); ③ participate in the Silver Leaf gala planning and related activities;
- other related duties.

During the year in which CER supports the program (Silver Leaf

Co-chair) contribute to the development of a strategic plan for Silver Leaf;

- assist the Silver Leaf Chair as needed with communication tactics, recruitment and training of evaluators, receipt, logging and distribution of entries, recruitment of a national committee;
- plan, implement and lead a special event (Silver Leaf Gala) to honour Silver Leaf winners;
- Serve as a resource to chapters on awards programs as required;
- Work with Leadership Development Director to coordinate at least one portfolio teleconference call with chapters on awards programs best practices; ③ Serve as a member of the IABC CER Board.

Master Communicator Program

During the year in which CER is the lead liaison for the program

- provide a program overview (including timelines) to the CWR and CER Boards of Directors;
- provide input to communication elements (Call for Nominations, emails, news releases, etc.);
- ensure co-ordination of communication activities between regions and the MC Selection Committee;
- work with the MC Chair to identify an appropriate regional or national event to recognize new MCs;
- ensure access to translation services and a national website for the program;
- other related duties.

During the year in which CER supports the program

- ③ provide input to communication elements (Call for nominations, emails, news releases, etc.);
- ③ work with the MC Chair to identify an appropriate regional or national event to recognize new MCs;
- ③ other related duties.

Term: July 1 to June 30 (two-year commitment)

Estimated time commitment:

Silver Leaf Chair (without a national committee):

An average of 30 hours a month is required to lead this program. Time commitments are particularly heavy during the implementation stage from March through June (issuing the Call for Entries and various communication elements), and from August through November

(recruitment and training of coordinators and evaluators, evaluation of entries, hosting of Blue Ribbon Panel, notification/communication with entrants, awards procurement). December through February are significantly less demanding on volunteer time as this is typically the program review and new year planning stage.

Silver Leaf Co-chair (without a national committee):

An average of 20 hours a month is required to support this program. Time commitments are particularly heavy during the implementation stage from March through June (issuing the Call for Entries and various communication elements), and from August through November (recruitment and training of coordinators and evaluators, evaluation of entries, participation in the Blue Ribbon Panel, communication with entrants). In addition, planning and implementation of the Silver Leaf Gala requires a commitment of an est. 50-65 hours over a condensed time period between July and October. December through February is significantly less demanding on volunteer time as this is typically the program review and coming year planning stage.

The Master Communicator Program requires an average commitment of 20-25 hours volunteer time in total. This program runs parallel to the Silver Leaf program with most

activity occurring during the April through September time period.

Estimated time commitment for board duties ranges from two to five hours a month for basic administrative tasks, depending on need. This includes participation in two face-to-face Board meetings a year. As with all volunteer positions, the opportunities (and potential return on investment) for involvement and engagement vary greatly. The above estimates do not include special Region projects (up to 5 hours/month).

Financial considerations: Under the current approved budget, the National Program Director's expenses are reimbursed by the Region to attend CER meetings. by the Region. Travel, expenses and accommodation to attend the Blue Ribbon Panel event are borne by the Silver Leaf Program budget by way of reciprocal agreement between Canada West and Canada East. Company sponsorship of travel is welcome, and recognition is available!

Estimated cost of non-reimbursed personal expenses related to meetings described above: CAD \$200.

Director, Professional Development

Purpose: This position serves as a member of the IABC Eastern Region (CER) Board of Directors and oversees the Professional Development portfolio. A Professional development initiative educates IABC members of CER chapters about industry best practices and trends, inspires performance excellence and empowers career advancement.

Key Responsibilities:

- Prepare professional development framework on an annual basis.
- Plan and implement regional professional development opportunities.
- Liaise with the CER chapter professional development chairs to support chapters' professional development initiatives.

- Work with the CER Director, Leadership Development in Speaker tour planning, as needed. This may include identification of professional development opportunities for professional development chapter chairs.
- Monitor industry trends, best practices and the evolution of the communication role to provide guidance on chapter professional development sessions.
- Support chapters to promote any chapter, regional, national or international professional development opportunities to IABC members in eastern Canada
 - Be the point person with International, when the World Conference is in CER.
 - Support the 2014 IABC International Conference from a Canadian professional development perspective, including sourcing Canadian speakers, etc.
- Advise/ support CER host city
- Create, plan & implement the CER regional bi-annual conference: including recommending speakers, engaging volunteers and hiring suppliers, engaging media and maintaining budget needs.

Reports to: Chair, CER

Liases with:

- Internally: Chapter professional development chairs, CER Director, Leadership Development, CWR Director, Professional Development; and International Director, Professional Development
- Externally: suppliers, media, potential speakers and industry leaders

Time Commitment:

- A minimum of 10 hours/month for basic administrative and management tasks. In conference years, significantly more volunteer hours are required, and the PD Director establishes a working committee to assist with tasks. This role includes two monthly meetings by conference call.

Director, Sponsorship and Affinity

- Pursues partnership agreements on behalf of the CER;
- Will also oversee advertising and sponsorship opportunities.

Appendix D:**CER Expense Guidelines**

1. IABC Canada East Region pays for all board member travel expenses to and from designated meetings. Travel expenses include flights, mileage and ground transportation from airport to meeting hotel. Eligible expenses do not include transportation costs while at the meeting (taxis to restaurants, outings, etc.). Where a chapter elects to have co presidents sit on the IABC Canada East Region board, only one of these per designated meeting will be eligible for travel expense re-imbusement.
2. IABC Canada East Region will reimburse board members for the cost of hotel accommodations incurred in conjunction with regional board meetings (that amount to be determined annually based on the Region's financial situation and priorities) under the following circumstances:
 - a. The individual cannot reasonably commute from home.
 - b. The individual organizes travel to minimize the requirement for hotel accommodation.
 - c. The individual determines, after research, that his/her employer will not or cannot support this cost.
 - d. Board members are encouraged to share rooms, where possible, to keep costs down.
 - e. The cost is claimed on an expense claim form, after it is incurred and submitted to the Finance Director with a copy of the hotel bill.

Wherever possible, the executive will arrange for a master account to handle room charges and applicable taxes. Incidental expenses are the responsibility of the board member.
3. Board members are to make every effort to obtain the most cost-effective travel arrangements possible. This means booking flights well in advance, watching for seat sales, not making last-minute changes, etc. Members are advised to obtain support from their employers for their IABC Canada East Region commitments and keep them up-to date on time away from the office.
4. Travel arrangements are to be made by the individual board member, in their own names. No third parties will be involved. The decision to purchase flight cancellation insurance is left to the board member (cost of flights should be taken into consideration). Cancelled

travel arrangement costs are the responsibility of the board member.

5. Board members must attend the board meeting to have their travel expenses reimbursed. If a board member chooses to miss the board meeting, but still travel to the meeting location to attend additional scheduled events (e.g., conferences, leadership institute, etc.) travel expenses will not be reimbursed.
6. If a board member chooses not to attend a board meeting, the board member forfeits the travel expenses for that meeting. Funds are not considered to be owed to the board member or his/her chapter in any way.
7. Any expenses beyond scheduled board meeting travel must be pre-approved by the chair and director of finance before expenses are incurred. Such expenses might include travel or accommodation expenses for extra committee meetings, joint expenditures, etc.
8. If a chapter president cannot attend a board meeting, Canada East Region will cover travel expenses (as outlined above) for a designate to attend, in place of the chapter president. The designate must be identified well in advance of the meeting and attendance approved by the chair. The designate should be a chapter leader. Travel arrangements should not be made at the last minute to keep costs reasonable.
9. Proper expense forms (available on the CER Exchange site) must be completed and signed by board members. Original receipts must be submitted for all expenses, with no exceptions. There will be absolutely no reimbursement without receipts (excluding mileage). All expenses for each travel event should be submitted together so only one reimbursement cheque needs to be written. Board members should submit expenses within 60 days of incurring the expense. Expenses not received by June 15 of the current fiscal year will not be reimbursed. Exceptions for late submission must be pre-approved by the Director, Finance.
10. Mileage rate is 52 cents per kilometre.
11. The meal allowance is \$25 per day outside of meals provided as part of the scheduled meetings. For travel in the US, the meal allowance is \$30 per day outside of meals provided as part of the scheduled meetings.
12. Verification of exchange rate for expenses not in Canadian dollars must be included with the expense form, when applicable. If not included, the Director, Finance will verify exchange rates before reimbursement.